Unleash and Drive HR Business Partner Effectiveness

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Bianca leads HR Expert Network at SAP and is responsible to drive SAP’s Accelerate Winning
In HR strategy. Her team provides HR thought leadership to existing and potential SAP
customers on how SAP Runs SAP HR Cloud Solutions.

Bianca provides consultation on a variety of HR and personal development topics including
personal branding, change management, employee enablement and talent innovations. Bianca
is also the founder of LEAP, the award winning global leadership development program at SAP.

Passionate about her subject matter and recognized for her leadership and effectiveness,
Bianca has won internal awards at every company she’s worked for. She is in a class by
herself when it comes to having interesting things to say about HR, as evidenced by her recent
appearance on Drivethru HR and Talent Talk Radio.

Bianca joined SuccessFactors, an SAP Company in February 2012 as Director of Human
Resources and has held a variety of HR leadership roles throughout her tenure. Prior to joining
SAP, Bianca held HR positions of varying shapes and sizes at top fortune 500 companies
included Chevron, Shell Oil, and Charles Schwab.

Bianca earned a Masters in Human Resource & Industrial Labor Relations from the University
of Illinois at Urbana Champaign, where she was a Fellow, and graduated magna cum laude
with a BA in Sociology from Ithaca College. She lives in the San Francisco Bay Area with her
husband Luke and their hound dog, Penny.

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Today’s business strategy and talent strategy are viewed as intrinsically linked. As the HR function establishes itself as a strategic business partner it calls for highly capable HR staff that can provide the right level of strategic partnership.

Discover the competencies that enable individual HRBP effectiveness and recommendations for removing the key organizational barriers that limit HRBP success. Hear more about the new world of the HRBP, how to tackle HR talent development and upgrade HRBP skills.
What we will Cover Today

1. **New World with New Rules:** Understand the case for change, why evolution of the HRBP role in the new world of work is critical and key areas to focus upskilling efforts.

2. **Organizational Barriers:** Understand the organizational barriers that impede HRBP effectiveness. Learn considerations to inform your upskilling strategy.

3. **Call to action:** Guidance on how you can begin your journey, things you can begin to do
The Case for Change & The New World

New World
New Rules
Change is in the air for HR

- 5 Generations of workers create a new dynamic
- 1/3 Total workforce made up of non-payroll workers
- 15B Web-enabled devices have created an intelligent universe
- 1B People in social networks are rewiring business and personal boundaries
- Data Doubling: Every 18 months, data doubles, creating opportunities and risks for value creation
- 80% HR organizations are undergoing transformation within their HR teams
Re-thinking the HR Strategy is a MUST

- Expansion into new markets
  How to find the right talent
- Multi-generational, diverse workforce
  How to engage them
- Accurate and global workforce data
  How to plan and measure
- Changing legal requirements
  How to stay compliant
Traditional HR Practices are No Longer Sufficient

In the 2014 Global Trends report Deloitte found that executives in companies with 10,000 or more employees showed that nearly one-half (48%) of respondents rated their HR department as "not ready" to reskill itself to meet the demands of global business.

Even more alarming, less than 8% of HR leaders have confidence in their HR teams' skills and abilities to meet business demands.

Gallup Business Journal, Feb 2015
Traditional HR Practices are No Longer Sufficient

In the 2015 Global Trends Report Deloitte found that the area of Re-skilling HR also shows little progress since last year. Both HR and business leaders, on average, rated HR’s performance as low; furthermore, business leaders rated HR’s performance 20 percent lower than did HR leaders.

*Deloitte, Global Human Capital Trends 2015*
Closing the Divide Has Become Critical
What are some words you use to describe your role?
The HR Continuum has been forward thinking but are we changing fast enough and focusing on the right things?
HR Vision—Moving to Strategic Partner

**Transaction Execution**
- Transactional go-to
- HR Program and Process Advisor
- Policy Enforcer
- Data Chaser/report generator
- Compliance Driven

**Innovative Business Driver**
- Strategic Business Consultant
- Workforce Strategist
- Business Performance Coach
- Data Driven Decision Maker
- Valued Add Solution Delivery
Strategic Focus Areas to Drive Competency Model

- Focus on skills that capture Emerging HR and Workforce Trends
- Deepen Business Acumen and Global Skills
- Focus on Program Implementation Skills
- Upgrade HR & People Analytics Capability

Business Readiness/HR Readiness

The Brand of HR
HR is evolving into a data-driven function, just reporting data is no longer good enough.

According to a study by the Corporate Leadership Council, 80% of surveyed executives believe that HR staff capabilities for analytics are a barrier to improving the use of data.

Source: CEB. The Analytics Era: Transforming HR’s Impact on the Business, 2013
Where is Your Focus? HR Leadership Maturity

- **Strategic Focus**: Transformation, Expert
  - Financially Focused
  - Systemic Thinker
  - Strategic Focus
  - Transformation, Expert
  - Problem Solver
  - Elevates Talent Focus

- **Functional Focus**: Cross Functional Collaboration
  - Thinks Across Siloes
  - Trusted Specialist
  - Functional Focus
  - Cross Functional Collaboration
  - Problem Solver
  - Elevates Talent Focus

- **Foundational Focus**: Transactional Excellence
  - Builds Up Processes
  - Shorter Term Focus
  - Architects Structure
  - Supports the Business
A 41 percentage point increase in the number of HRBPs who are effective at strategic activities generates an additional 2.9% change in revenue and an additional 3.7% change in profit. At the average Fortune 500 organization, that represents an additional $700 million in revenue and $60 million in profit.

CEB, Unlocking Business Partner Performance 2014
Barriers to Success
(and what we can do about them)
Strategic effectiveness requires great individual HRBPs and great organizational environments supporting their work.
Key Questions to Ask

What mechanisms outside of individual capability enable HRBP’s to achieve desired outcomes?

What tools and structures do I have in place to ensure HRBP activities are aligned to business needs and priorities?

What organizational barriers might be preventing a capable HRBP from executing his or her role effectively?

What programs, interventions and development offerings do I have in place to drive HRBP performance?
HR Upskilling – The Barriers

**Application Barriers**
- Outdated and stagnant Competency Models perpetuate disconnects.
- No opportunity to apply newly learned skills or competencies, or unsure of how to apply them.
- Limited understanding of emerging workforce trends or how convert to into strategic action.
- Deficient shared service models forces administrative burden and eats up time for strategic work.

**Partnership Barriers**
- HR viewed as transaction executor by business and line leaders.
- HRBP mindset may place immediate value on operational vs strategic.
- HR Organization modeled on transactional efficiency and not solutions delivery.
- Business Readiness for change may be stunted by communication and change approach.

**Functional Barriers**
- Complex interdependencies and deep reliance on COE’s that may be lacking updated skills or business acumen.
- Competency and career development paths have been focused on differentiation.
- Limited cross functional pollination leads to limited understanding and insight.

**Enterprise Barriers**
- Uncoordinated Cross functional solution delivery.
- Disconnected user experience and many points of contacts.
- Unnecessary confusion impacts motivation and performance.

**Technology Barriers**
- Disparate systems decrease operational efficiency and increase administrative pull.
- Outdated or missing technology creates impaired user experience and HR is the go to.
- Lack of usable data causes HR to fall behind on talent analytics, they lack strategic insight.
- HRBP lack analytical capability needed to truly provide HR business consultation.
## HR Upskilling – Solving these barriers

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<th>Application Barriers</th>
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<td>▪ Forward focused competency model refresh connected to HRBP’s everyday work.</td>
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<td>▪ Hold HRBP’s to a consistent standard for strategic effectiveness to encourage a new normal</td>
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<td>▪ Invest in Shared Services to alleviate administrative time spend. Require HRBP’s to use.</td>
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<td>▪ Dedicated resource for ensuring HR has a current pulse on the market and trends.</td>
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<td>▪ Ensure line leaders understand the unique strategic insights HRBPs can provide.</td>
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<td>▪ Refocus leader expectations on strategic insight, not generic support.</td>
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<td>▪ Re-design the HRBP role to prioritize strategic insight as a key competency expectation and service,</td>
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<td>▪ Extend COE reach direct into the business, strengthen Business Analyst skillset.</td>
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<td>▪ COE and HRBP co-develop and innovate value added solutions to ensure business fit and timing.</td>
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<td>▪ Focus on shared success drivers across HR and COE teams, as opposed to driving for differentiation.</td>
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<td>▪ Assess and monitor effectiveness of HR coordination to identify key improvement areas.</td>
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<td>▪ Empower HR teams to negotiate roles and identify coordination opportunities.</td>
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<td>▪ Identify areas of synergy between HR and other functions to deliver integrated solutions to the line, for example partnering with Finance on Strategic Workforce Planning, engaging with IT to solve talent management needs, partnering with Strategy on external landscape and implications.</td>
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<td>▪ Celebrate areas were this is occurring, they often go overlooked.</td>
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<td>▪ Assess the current state of your HR technology and identify where you can better automate key HR process and programs, create a business case for change</td>
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<td>▪ View technology as systems of engagement, not a system of record</td>
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<tr>
<td>▪ Leverage Talent Data to drive decisions, show the value of the right data at the right time</td>
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Spotlight on HR Technology and Data

How is your workplace undergoing transformation leveraging HR Analytics and/or HR technology?

How are these changes impacting your people, processes and solutions?
HR Upskilling – Things you Can Do

**Create Unified Success Drivers**: Identify HR wide success drivers to set the organization on a single path of welcomed behaviors and drive synergy not differentiation.

**Create a Fresh and Relevant Competency Model**: Co-create the HRBP competency model with business stakeholders and COE partners, think future and leveraged networks.

**Realistic (and Actually Leveraged ) Career Development Steps**: Define realistic and actionable development experiences in clear steps that directly connect with your fresh and relevant HRBP competencies and HR success drivers.

**Communicate Change**: Communicate the new, collectively defined business partner role expectations to all organizational stakeholders, including the business partner community, line leaders, and specialists.

**Create a Business partner Boot camp , Capstone Project or Certification**: HRBP“boot camp” allows practiced delivery of new clients service models and collaboration opportunities with network of peers. Capstone projects allow skill application. HR certification will provide calibrated and consistent expectations which can be tracked.
HR Upskilling – Things you Can Do

**Re-Design HR into a solution delivery organization**: Focus on consulting and service delivery, not just efficiency of administration. Defining HR success not simply in terms of administration and cost-cutting, but by HR’s ability to drive business performance.

**Embed Specialist into the Business**: Rather than locating HR specialists in central teams, embed them into the business - think centrally coordinated but locally implemented. The closer to the business, the greater and more informed their impact and results will be.

**Create a Credible Function**: Create rigorous assessments for top HR staff and be deliberate in placing HR talent in your organization. Ask yourself how HR roles are filled today, if people “accidentally” move into HR, realize this may be damaging credibility and quality.

**Invest in HR development**: Provide ongoing and focused professional development such as creating an HR University, HR for HR to drive for function wide development. Focus on emerging skills, business acumen, program implementation skills, and HR analytical skills.

**Invest in HR Technology**: Offer integrated systems and more access to data, including analytics. Alleviate administrative burden and improve user experience.
ARE YOU READY?
It's time to love work again.

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